

Headquarters U.S. Air Force

Integrity - Service - Excellence

Manpower & Organization Strategic Vision



**Brig Gen Ard
Directorate of Manpower and Organization
HQ AF/DPM**

U.S. AIR FORCE



Manpower Strategic Vision

- **Supporting Expeditionary Nature and Culture of the Air Force**
- **“Getting Blue-Suiters doing Blue Suit work!”**
- **Living Within Our End-Strength**
- **Reclaiming “Lost Processes”**
- **Making the Manpower/Personnel Merger Work**



Manpower's Major Efforts

- **Core Competencies**
- **PERSLOAD**
- **Overhauling the Requirements Determination Process**
- **Linkage to the Air Force's Corporate Process**
- **Development of Simplified "Accounting"**
- **Merger Gameplan**
- **Possible Organizational Changes**
- **AFPMRS**
- **HCTF - Implementation Phase**

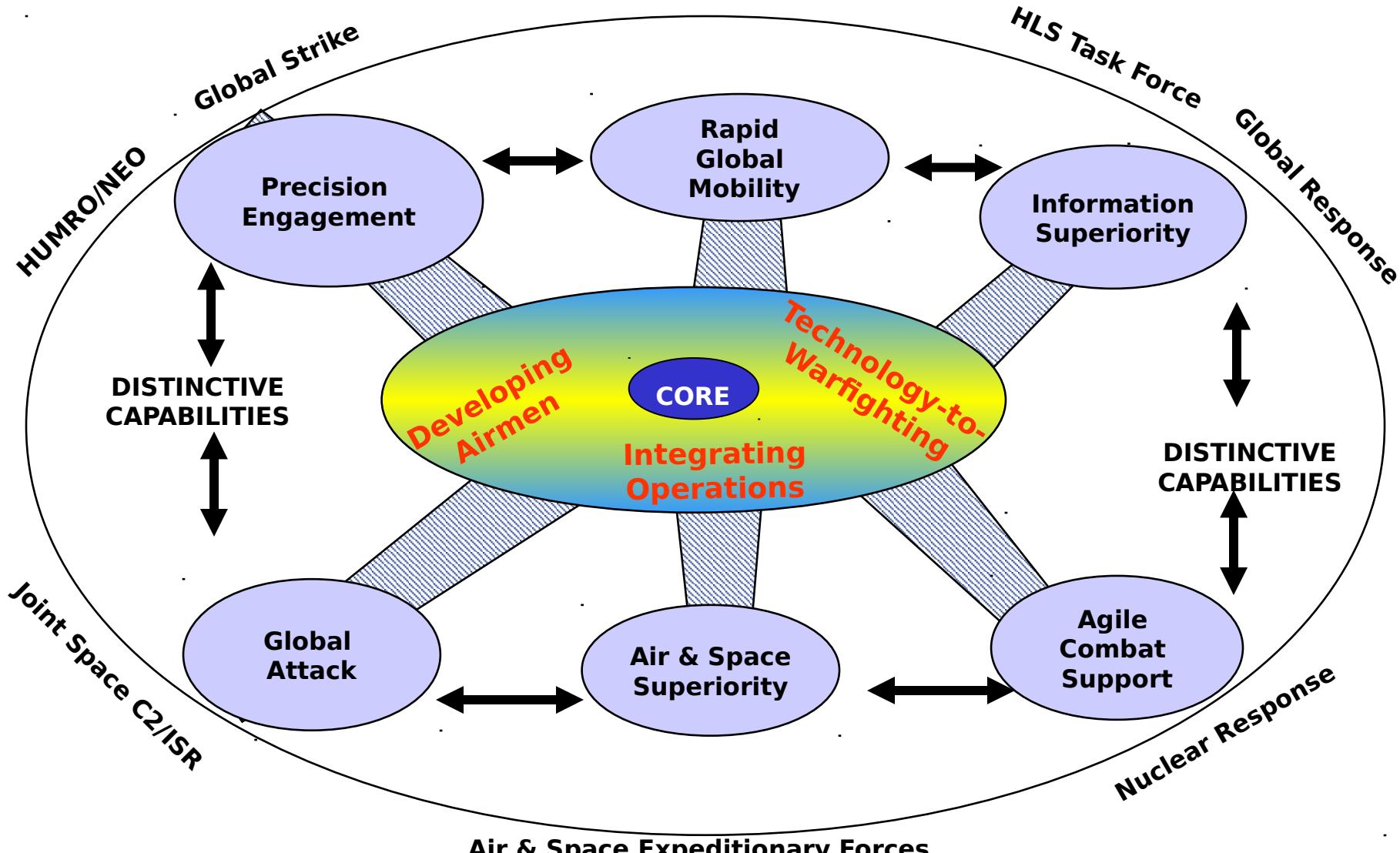


Core Competencies

- **First, determine what the AF's Core Competencies are...**
- **Determine the way ahead based on that determination**
- **Integrate outcomes with the “Personnel Life Cycle”**
- **Redirect efforts towards a comprehensive deployment/expeditionary-based support to operations**
 - **Concept of “Strategic Partners” to provide “non-core” support**



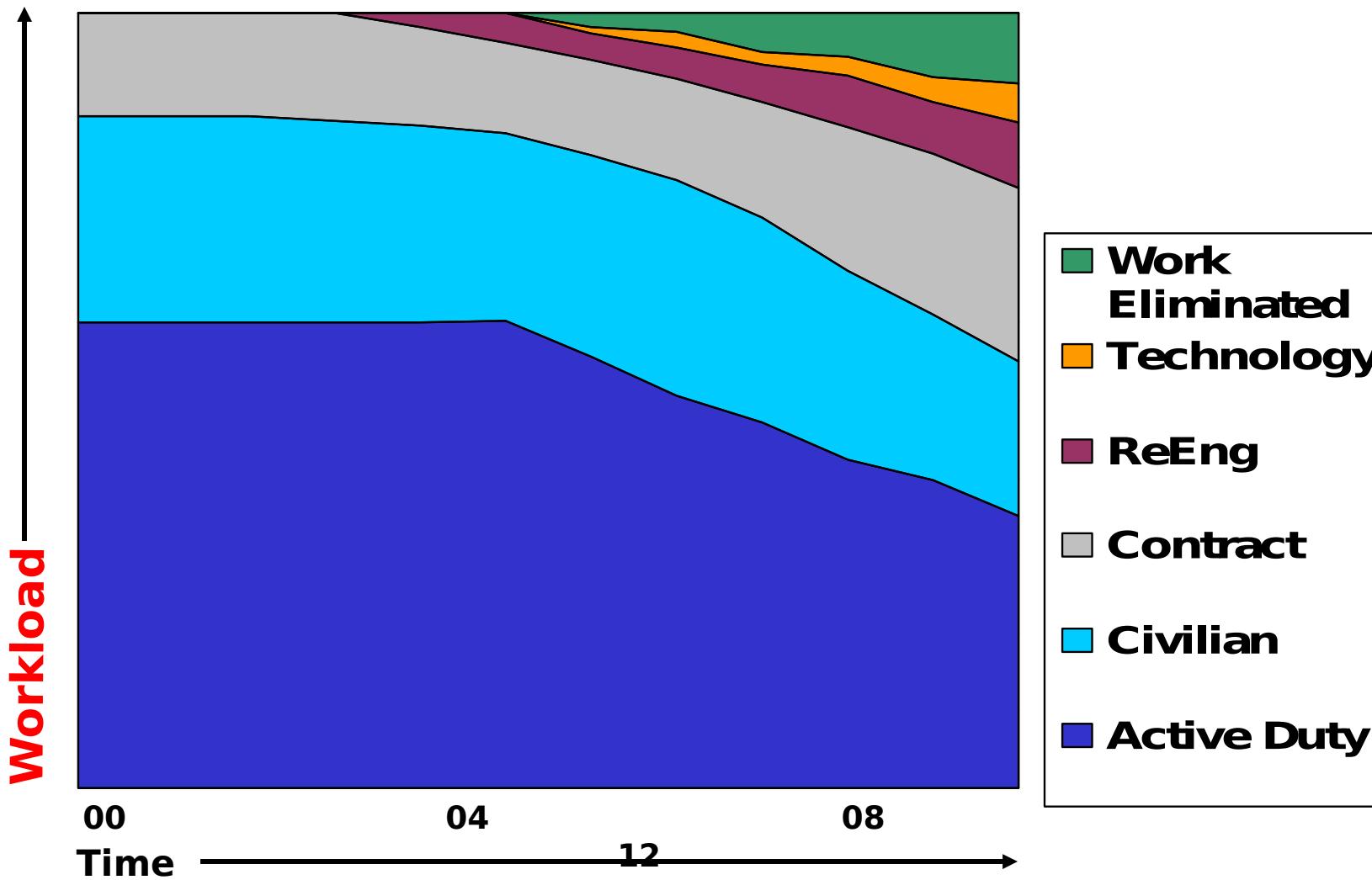
Air Force Core Competencies





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So... How do we get the job done? (Notional)



- **Single definition of “stress”**
- **Further refinement of “pain formula”**
- **Execution of AF-wide test**
- **Integration of results with AETC/2AF production efforts**
- **Integration of results with AF career field sustainment/enhancement efforts (IEB, SRB, CCS, Retraining, etc.)**
- **Integration of actions with AF programming actions and Core Competencies efforts**

By What Measure ~~Stressed~~

	LHTF	AEFC	CSAF Memo
Security Forces	x	x	x
CE Readiness	x	x	x
Intel Applications	x	x	x
Electron Sys Sec	x	x	
ABN Crypto Linguist	x	x	x
Combat Controller	x		x
ABN Comm Sys	x		
OSI	x		x
Inflight Refueler	x		x
EOD	x	x	x
Fuels	x	x	x
Imagery Analyst	x	x	x
Fire Protection	x	x	x
Power Production	x	x	x
Electronic SIGINT	x	x	x

Return to PERSTEMPO
(Overtime) Next

By What Measure ~~Stressed~~

	LHTF	AEFC	CSAF Memo
Aero Control/Warning	x	x	x
Tele/Comm/Cbt Sys	x	x	
Air Transportation	x	x	x
Sat/Wideband Comm	x	x	
Command Post	x	x	x
Vehicle Ops	x	x	x
Air Traffic Control	x	x	x
Flight Engineers	x		x
Comm Comp Sys Control	x	x	
Computer Operator	x	x	
Linguist	x		x
Signals Intel Analyst	x	x	x
Spec Purp Vehicle & Equip	x	x	x
Signals Intel Production	x	x	x
Liquid Fuels	x		
Elect Switch Systems	x		

Return to PERSTEMPO
 (Overtime) Next

By What Measure ~~Stressed~~

	LHTF	AEFC	CSAF Memo
Airfield Management	x	x	
Medical	x	x	x
Services		x	x
Weather		x	x
Supply			x
LD/HD Weapons Systems			x
Public Affairs			
Air Battle Manager	x	x	
Fire Truck & Refueler			
Mechanics		x	
Traffic Management		x	
Spec Purp Mechanic		x	
Gen Purp Mechanic		x	

Return to PERSTEMPO

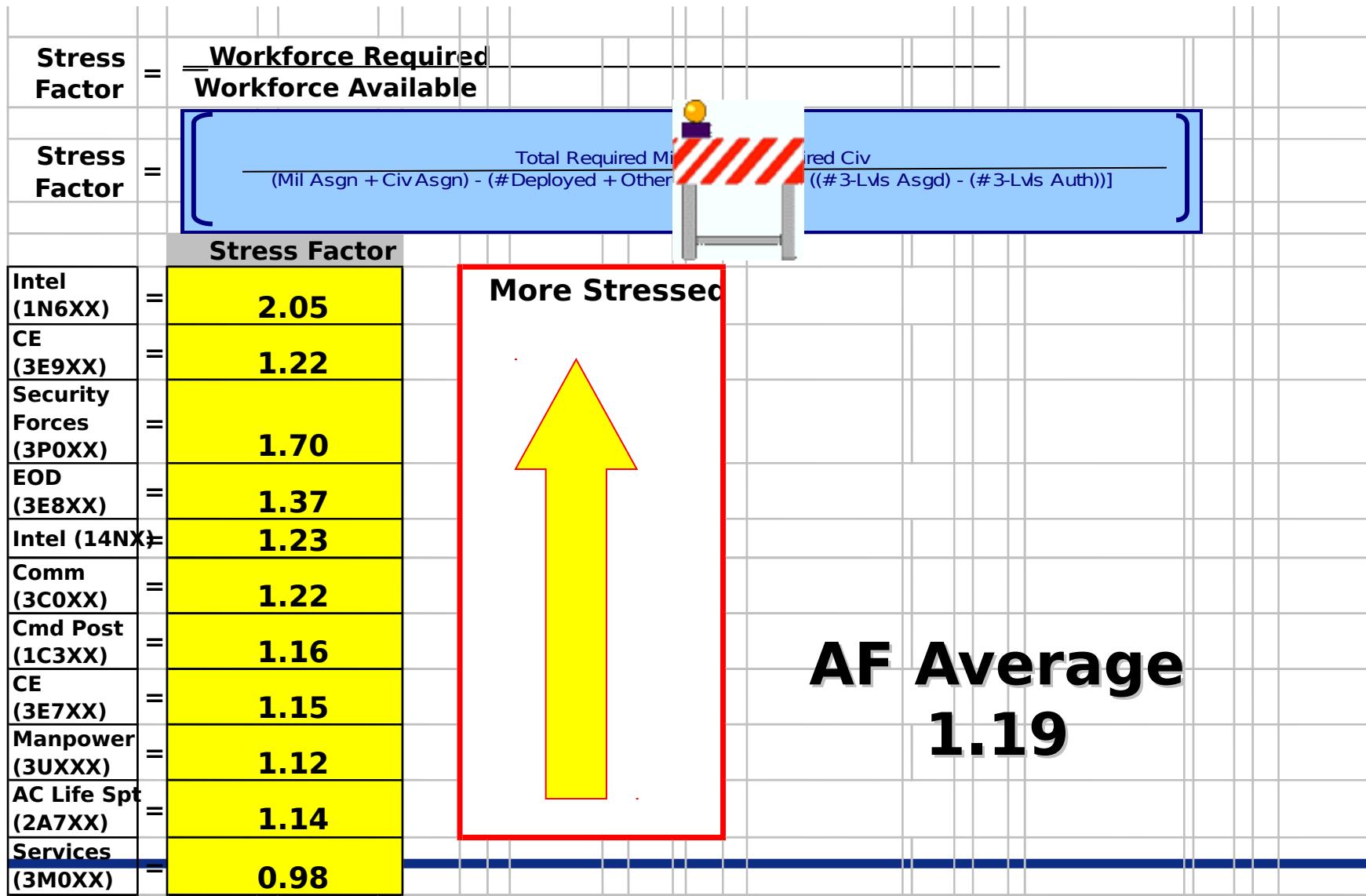
(Overtime)

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Measuring the Stress





Comprehensive Stress Matrix

				STRESS CRITERIA																									
				<=1.19			<=14.63		> 95.10		>= 93.79		<= 3.15		0 ext	0 Shortages	>= 63.31		G = NO	G = NO	G = 0 RED	0-1 GREEN							
				>1.19 AND <1.37			>14.63 AND <16.83		> 80.92 AND <95.10		>79.73 AND <93.79		>3.15 AND <3.63		ext < 135 days		>53.67 AND <63.31				Y=1 RED	2-3 YELLOW							
				>1.37			>=16.83		<= 80.84		<= 79.73		>=3.63		ext >= 135 days	0 Shortages	>= 53.67		R = YES	Y=RED	R=2+ RED	4+ RED							
EXECUTABLE ENDSTRENGTH FILTERS																													
				AEF CENTER SUB-CATEGORIES												PERSONNEL PROGRAM SUB-CATEGORIES													
AFS	TITLE	AUTHORIZED STRENGTH FY02/4	LONG HAUL TASK FORCE UNFUNDED	STRESS FACTOR	% MOBILIZED	% FUNDED (AUTH/REQ) (AD)	% ASGN TO AUTH	% DEP TO ASGN (AD)	AEF 3/4 EXTENSION CATEGORY	AEF 5/6 SHORTAGE (Y/N)	RETENTION RATE (FY 01)	STOP LOSS	CHRONIC CRITICAL SHORTAGE	SRB GRADE	OVERALL STRESS ASSESSMENT														
1N0	INTEL APPL	2451	311	1.46	23.40	87.57	85.15	5.17	R	R	56.57	R	R	R	0														
1A8**	ABN CRYPTO LING	881	73	1.62	51.29	92.15	70.15	5.18	G	G	54.00	G	R	R	0														
1N4**	SIGNAL INTEL ANLST	1467	207	1.49	40.28	87.22	76.82	1.42	G	G	48.10	G	R	R	6														
1A4	ABN BATTLE MGR	880	0	1.40	79.49	100.00	79.20	9.47	G	G	76.03	G	R	R	6														
1N1**	IMAGERY ANALYSTS	1071	141	1.29	43.59	88.29	94.58	4.24	R	R	54.62	G	R	R	6														
1C1**	AIR TRAFFIC CTRL	3167	0	1.17	23.87	97.57	97.06	2.21	R	R	48.11	G	R	R	0														
1N3**	CRYPTO LING	1530	1622	2.00	6.90	48.48	122.75	0.00	G	G	45.45	G	R	R	5														
3P0**	SECURITY FORCES	21366	9875	1.70	80.67	65.87	96.34	5.70	Y	G	64.86	R	G	Y	5														
1C2**	COMBAT CONTROL	424	90	1.63	61.11	82.49	74.76	0.32	G	G	56.86	G	R	R	5														
7S0**	SPECIAL INVEST	779	380	1.60	41.79	57.21	99.59	4.04	G	G	51.15	G	G	Y	5														
1N6**	ELEC SYS SEC	236	204	2.05	70.00	53.64	93.64	1.36	G	G	35.71	G	G	G	4														
1A3**	ABN COMM SYS	959	21	1.60	52.00	97.66	82.27	5.20	G	G	56.00	G	R	Y	4														
1N5**	ELE SIGHT	743	142	1.57	10.71	83.86	83.04	2.92	G	G	48.85	G	R	R	4														
1C5**	AERO CTRL WARN	1227	273	1.40	19.78	81.64	99.67	2.78	Y	G	57.53	G	R	R	4														
3E8**	EOO	972	101	1.37	22.22	85.41	96.60	8.52	R	R	66.47	G	G	G	4														
1T2	PARARESCUE	329	0	1.31	24.10	100.00	80.85	4.14	G	G	67.65	G	R	R	4														
3E9**	READINESS	665	0	1.22	18.07	97.36	88.12	4.10	R	R	70.87	G	G	G	4														
1C3**	COMMAND POST	2116	27	1.16	18.84	95.75	101.37	4.57	R	G	57.69	G	R	Y	4														
3E7**	FIRE PROTECTION	3603	115	1.15	20.63	95.04	91.78	8.66	R	R	64.40	G	G	Y	4														
1C0**	OPS RES/AIRFLD MGT	2664	0	1.13	15.45	97.69	93.02	2.70	R	R	65.07	G	R	R	4														
2E6**	TEL/COMM/CBL SYS	1940	405	1.40	8.10	77.81	91.75	2.92	G	G	60.00	G	G	R	3														
1T0	SERE	385	0	1.36	50.00	99.48	76.68	3.72	G	G	70.42	G	G	Y	3														
2F0**	FUELS, SUPPLY	3790	370	1.30	19.50	86.16	96.02	8.41	Y	G	66.16	R	G	G	3														
1A2	LOADMASTER	1928	0	1.27	19.46	99.95	88.51	7.19	G	G	64.18	G	R	G	3														
1W0	WEATHER	2468	0	1.20	8.21	99.28	86.63	2.95	Y	G	50.82	G	R	R	3														
3C2**	COMM COMP SYS CTRL	2160	102	1.14	12.99	91.49	103.89	2.81	R	G	45.86	G	G	R	3														
1A1**	FLT ENGR	1706	30	1.11	20.24	97.49	97.36	5.54	G	G	64.14	R	G	G	3														
2A5	AC MAINT	12822	0	1.11	22.16	97.44	96.97	3.97	G	G	58.09	G	R	Y	3														
3E0**	POWER PRO/ELECTRICAL	3303	62	1.02	11.17	96.19	95.43	4.63	R	R	59.38	G	G	G	3														
3M0	SERVICES	4527	0	0.98	16.68	95.23	99.49	7.99	R	R	70.31	G	G	G	3														
8G0	HON GUARD	233	0	2.08	0.00	100.00	47.64	0.00	G	G	75.00	G	G	G	2														
1A9**	INF LT REFUELER	713	37	1.33	22.18	94.94	88.22	9.38	G	G	62.93	G	G	G	2														
9L0	INTERPRETER/TRANS	52	0	1.32	NA	98.11	88.46	28.26	G	G	62.50	G	G	R	2														
1A5	ABN MSN SYS	344	0	1.25	68.89	100.00	89.53	11.04	G	G	72.97	G	G	G	2														
4B0	BIOENVIRON ENG	951	0	1.24	1.95	95.87	86.44	2.07	R	R	67.03	G	G	Y	2														
3C0**	COMM COMP SYS OPS	10294	274	1.22	12.17	93.01	90.01	2.69	R	G	54.35	G	R	R	2														
1A7	AERIAL GUNNER	337	0	1.20	18.97	99.70	90.50	9.18	G	G	77.27	G	G	G	2														
1C4	TAC C2	1052	0	1.19	2.03	96.69	91.06	2.92	G	G	62.75	G	R	R	2														
2A3	TAC AIRCFT MAINT	14283	0	1.17	14.94	99.42	87.40	4.12	G	G	56.71	G	R	Y	2														
2A4	AC COMM NAV	3517	0	1.17	35.73	98.60	97.98	4.93	G	G	87.10	G	G	G	2														
2T3**	SPCL VEH MAINT	3431	136	1.13	8.31	93.23	101.95	5.66	R	G	67.38	G	G	G	2														
2A6	AERO PROP	19899	0	1.13	17.26	98.45	93.13	3.17	G	G	60.02	G	R	Y	2														
4E0	PUBLIC HEALTH	659	0	1.11	4.43	98.21	93.63	2.59	R	R	74.71	G	G	G	2														
1T1	AC LIFE SPT	1803	0	1.11	19.85	96.78	101.28	5.26	G	G	68.42	G	G	G	2														
4H0	MEDICAL SVC	5759	0	1.09	5.10	98.60	96.08	1.41	R	R	66.96	G	G	G	2														
8E0	R&D TECH	5	0	1.07	0.00	100.00	49.00	0.00	G	G	50.00	G	G	G	2														
9E0	SR ENL ADV	127	0	1.02	0.00	100.00	105.51	7.46	G	G	44.19	G	G	G	2														
3C1	RADIO COMM SYS	658	0	0.77	18.89	98.06	154.86	3.63	G	G	61.83	G	G	G	2														
4V0	OPTOMETRY	273	0	1.45	1.22	97.85	84.62	0.00	G	G	73.53	G	G	Q	1														
2E2**	COMM NET CRYPTO	3009	18	1.32	13.61	96.35	80.53	3.14	G	G	53.68	G	R	R	1														

Back

Overhauling the Requirements

Determination Process

- **Revising the Manpower Requirements Determination Process**
 - Account for PERSLOAD, AEF deployments, OPSTEMPO increases
 - Also entails a relook at the Manpower Standards review process, to include changes in MAF, etc
- **Reclaim the Manpower Standards review process**
- **Reemphasize fundamental Manpower Engineering capabilities**



New Vision

- Present manpower requirements process does not fully account for regular deployments/robust AEF construct
 - Current process follows Cold War paradigm...largely peacetime, in garrison, steady state driven
 - Ops & Mx largely wartime driven
 - ECS slice is home-base centric
- New vision is “War-to-Peace” vice “Peace-to-War”
 - Manpower standards and resulting requirements will be consistent with AEF and AEF force moduling
 - AEF force presentation concept will help shape blue suit requirements
 - Scrub career field sustainment/development, rotation basis and home base/open the door requirements
- Essential in keeping the “big three” in balance



Vision of Manpower Requirements Process of the Future

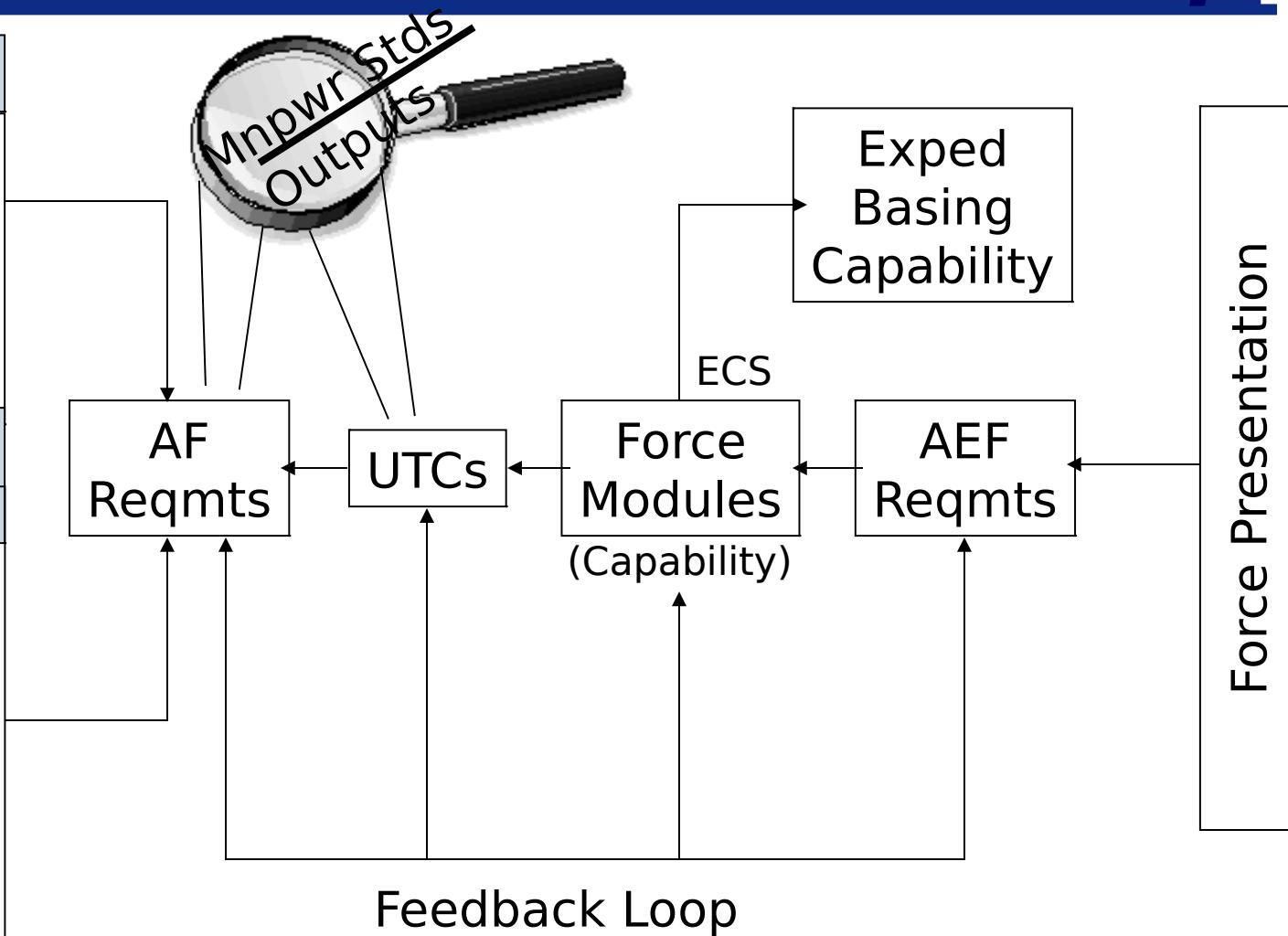
- “War to Peace” requirements determination
 - Develop a way to determine appropriate wartime level manpower requirement and add/subtract from that to develop peacetime
 - There are areas where peacetime standard cost more than wartime
 - Differences driven by peacetime versus wartime MAF
 - New vision will require leadership to identify “acceptable levels of risks” in order to strike appropriate balance between capable forces and dollar costs
 - Regardless of future process, we must ensure we state our requirements to execute all appropriate UTC taskings



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The Concept

"SHAPERS"	
• PERSLOAD	
• Core Comp /	
• Skills mix	
• Retention	
"IMPACTORS"	
• Career Field	
Sustainmen	
• O/S Rotation	
• Policy	
• Production	
• Capacity	
• <u>Retention</u>	
• BRAC	





Expeditionary Combat *Support*

- Determine UTCs for each module, based on module definition
 - Open the Airbase (pre-IOC)
 - Command and Control (IOC for C2)
 - Establish the Airbase (IOC for BOS)
 - Operate the Airbase (FOC for C2 and BOS)
- Each successive module builds on previous module(s)
 - Assumes previous module(s) in place
 - Timing / Phasing of movement prioritized



Linkage to AF Corporate Process

- Mirror the XPP and FMB Corporate Process methodology and presentations
 - Treat “critical” resources the same - RAPIDS construct, central AF-level oversight, etc.
 - Positive link to personnel and monetary resources
- Central management/“ownership” of authorizations by SecAF/CSAF
- Balanced books philosophy
 - Policy: No adds without offsets
 - “Trade space” methodology
- Goal: Requirements = UMD = FYDP = Assigned
 - “Entitlements” methodology will fade away

BACKGROUND:

(U) This block should contain a very concise description of the program or option. This block is limited to a maximum of three lines of text. No word enhancements, such as italics, bold, or underline, or bullets are permitted.

ADJUSTMENT:

(U) This block is limited to two lines, and is the only text on the slide which passes to ABIDES and to Decision Tracker. Use this block to describe the proposed adjustment.

<u>FUNDING</u>	<u>04R2A101AB</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
<u>(\$M) CURRENT PROGRAM</u>		<u>500.0</u>	<u>500.0</u>	<u>550.0</u>	<u>550.0</u>	<u>570.0</u>	<u>570.0</u>
<u>ADJUSTMENT</u>		<u>14.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.6</u>	<u>14.6</u>	<u>14.6</u>
<u>REVISED PGM TOTAL</u>		<u>514.0</u>	<u>514.0</u>	<u>564.0</u>	<u>564.6</u>	<u>584.6</u>	<u>584.6</u>

<u>PROCUREMENT</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>MANPOWER</u>	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>
1st Item	NT	1	2	3	4	5	OFFICER	25	25	25	25	25	25
2nd Item		2	4	6	8	10	ENLISTED	75	75	75	75	75	75
3rd Item		3	6	9	12	15	CIVILIAN	0	0	0	0	0	0
4th Item		4	6	8	10	12							
Max 5 items		5	10	15	15	15							

IMPACTS:

(U) CINC IPL: EUCOM,CENTCOM DPG: Yes APPG: Yes Safety Board: No UPL: No

(U) REQUIREMENT: State in numbers/dollars/percent and reference (Example "OSD mandated on (date)"

- (U) 8 lines total available for text, including mandatory CINC IPL, etc. and REQUIREMENT lines above
- (U) The first line is mandatory if your requirement is reflected in any of the above documents
- (U) State impact(s) of accepting/not accepting this option (without emotion)
- (U) Use dashes to create bullets: - Note new requirement for "Requirement" status



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CURRENT DECISION TRACKER

RAPIDS 2.2.7 Decision Tracker

File Edit View Briefing Tools Help

Database: FY04 POM/BES
 Classification: UNCLASSIFIED
 DB Info: RAPIDS 2.2.7
 Year: 2004
 Exercise: r
 Round: 2

FY04 POM/BES

All Options	FY04	FY05	FY06	FY07	FY08	FY09	Totals
Baseline	1,234.5	1,234.7	1,345.5	1,355.5	1,400.0	1,450.0	
Fiscal Guidance	1,244.0	1,244.0	1,345.5	1,356.0	1,375.0	1,400.0	
Delta	-9.5	-9.3	0.0	-0.5	25.0	50.0	
Offsets	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Disconnects	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bill to Pay	-9.5	-9.3	0.0	-0.6	25.0	50.0	55.6

Manpower Bills to Pay will go here

PRI	TITLE	DEC	TYP	PAN	FY04	FY05	FY06	FY07	FY08	FY09	CCN
0.0	RAPIDS SLIDE FORMAT	No	INT	XPP	45.0	45.0	45.0	4.0	55.0	0.0	04R2A101AN
0.0	AFMC Netwrk Infrstr	No	ZBT	C&I	0.0	0.0	0.0	0.0	0.0	0.0	04R2C020LN
0.0	C-130X/AMP ZBT	No	ZBT	GM	0.0	0.0	0.0	0.0	0.0	0.0	04R2M003MN
0.0	Mobility CLS	No	DIS	GM	75.1	71.6	84.3	76.4	85.6	89.5	04R2M239MN
0.0	EnvCompl (Level I)	No	DIS	IS	17.4	0.0	0.0	0.0	0.0	0.0	04R2N202MN
0.0	PAID TELEVISION	No	DIS	PT	25.4	27.2	29.0	30.8	32.6	34.4	04R2P262TN
0.0	STANDARD REC FURN	No	DIS	PT	5.3	5.4	5.5	0.0	0.0	1.8	04R2P264TN
0.0	UCAV Phase II - ATD	No	INT	RD	3.0	0.0	0.0	0.0	0.0	0.0	04R2R105CN
0.0	SWPS Theater Spt	No	INT	SS	9.3	9.4	10.5	9.4	7.5	7.6	04R2S103YN
0.0	SWPS IO Spt	No	INT	SS	0.8	0.9	2.3	2.4	2.4	2.5	04R2S104YN
0.0	Small Diameter Bomb	No	INT	GA	54.0	80.0	90.0	65.0	0.0	0.0	04R2T138CN



Proposed 05 APOM Manpower

Decision Tracker

DIO	Decision	CCN	CCN Title	Cat	FY05	FY06	FY07	FY08	FY09
I	Yes	05r1t101am	New Weapon System Mmanpower	O	1030	2000	2050	2050	2050
I	Yes	05r1t101am	New Weapon System Mmanpower	E	2000	3200	4000	4000	4000
O	No	05r1t102am	Weapon System Retirement	O	-500	-700	-700	-700	-700
O	No	05r1t102am	Weapon System Retirement	E	-1400	-2000	-2000	-2000	-2000
I	No	05r1p101am	Training Initiative	E	500	500	500	500	500
D	Yes	05r1w801am	Candidate Erosion	C	400	200	20	20	20
O	Yes	05r1i101am	Stressed Career Fields	O	12	14	18	18	18
I	Yes	05r1m101am	Misc Long Haul	E	20	25	30	30	30
			Manpower Cost for Yes Decisions	O	1042	2014	2068	2068	2068
				E	2020	3225	4030	4030	4030
				C	400	200	20	20	20
				T	3462	5439	6118	6118	6118

FY04 POM Tradespace

 MOST
DEAR

Bills Yes	FY04	CUM	FYDP
Working Capital Fund	1117.4	1771.3	7371.9
MSD Bus Deprec & Sustainment (A/S)	21.3	653.9	165.6
Depot Purchased Eqpmt. Mx (DPEM)	260.3	632.6	3856.9
AF Cost Analysis Improvement Group	-26.9	372.3	227.8
F-22 SDB & A/G OFP	64.6	399.2	168.3
FM OMNIBUS Payback	94.0	334.6	102.0
BRAC Disconnect - Opt 1	57.5	240.6	213.9
F-22 CTF	51.0	183.1	476.7
F-22 New Msn MILCON	36.9	132.1	336.1
Fix Mil PDS	24.7	95.2	24.7
Nav and ABM Bonus	29.0	70.5	167.8
FM Management Reform	19.7	41.5	19.7
Personnel Security Investigation	21.8	21.8	21.8

 FY04
BILL
TO PAY
\$0B

 LEAST
DEAR

Offsets Yes	FY04	CUM	FYDP
Launch/Test Range Restructure	-63.9	-1434.4	-540.6
RETIRE 14 C-5s ACCEL WITH BEDDOV	-32.3	-1370.4	-550.2
B-52 Attrition Reserve	0.4	-1338.1	0.9
Global Hawk J oint Afford Team Offse	0.0	-1338.5	-550.1
UCAV Slip Offset	-60.0	-1338.5	-99.9
KC-135E/R Consolidation	-65.3	-1278.5	-802.9
A-10 Consolidation	-25.6	-1213.2	-247.0
C-9A Divestiture	-79.8	-1187.7	-573.9
RETIRE VIP SAM C-9Cs	-6.1	-1107.9	-43.8
GPS III Delay to FY15	-125.9	-1101.8	-1213.3
B-1 DSUP Realignment Offset	-90.3	-975.9	-635.5
SBR 1 Year Slip (ILC FY11)	-143.3	-885.7	-856.9
MILSATCOM Transformation Baseline	-680.8	-742.4	-996.2
BOS Offset 5%	-61.6	-61.6	-392.8

Bills No	FY04	CUM	FYDP
Manpower Rollup	160.8	160.8	2268.0
Personnel Security Investigation II	33.2	194.0	33.2
F-16 Blk-25/30/32 CCIU	9.5	203.5	22.5
DGS Block 20	132.3	335.8	369.4
National Airspace Defense Program	3.9	339.7	24.5
SLEP 100/110 Engines	64.5	404.2	862.9
J TRS Acceleration	37.0	441.2	37.0
MILSATCOM Terminals AEHF	19.5	460.7	69.5
Cryptographic Modernization	67.0	527.7	993.5
Aggressor Standup (F-15)	5.1	532.8	172.9
SF Tmg Expansion II	56.3	589.1	76.0
Panoramic NVG (PNVG)	4.9	594.0	39.3
F-117 J ASSM/SDB	0.0	594.0	61.3
Personnel Recovery Vehicle (PRV)	5.5	599.5	113.0

Offsets No	FY04	CUM	FYDP
CAP Offset Part II	-52.1	-52.1	-127.1
Global Hawk J t Affrd Tm Offset 04-06	-4.0	-56.1	-56.6
Training Munitions Offset	-50.0	-106.1	-300.0
WRM (LGB) Plus-up Offset	-35.1	-141.2	-85.3
Info Dominance Offset	-24.9	-166.1	-59.1
RC-135 Spares & Mods Offset	-8.5	-174.6	-53.0
TDC Offset	-16.5	-191.1	-57.4
U-2 Mods Offset	-11.5	-202.6	-55.8
J SF 1 yr slip	-28.1	-230.7	-2804.3
Retire 44 C-130s	0.0	-230.7	-70.3
RETIRE REMAINING KC-135Es	-64.1	-294.7	-506.4
SEWS Termination	-11.4	-306.1	-75.2

 LEAST
DEAR

 MOST
DEAR



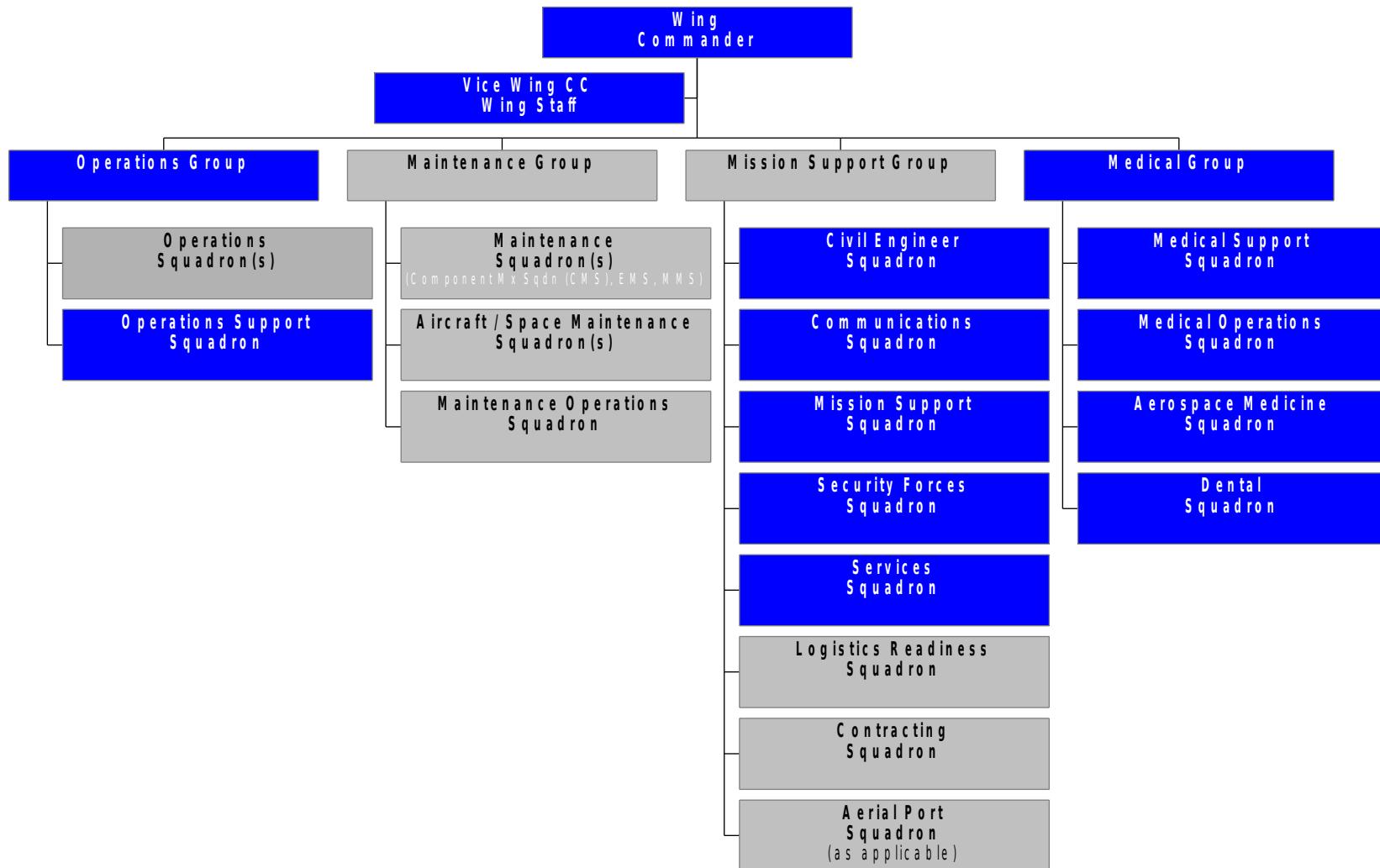
Development of “Simplified” Accounting

- **One set of books for authorizations**
 - **Open book**
 - **Everyone works from this same book**
- **Easier to understand and work with**
- **Clear “adds” and “take aways”**
- **Retain “Validated Unfunded Requirements”**



U.S. AIR FORCE

New AF Combat Wing Structure



Group Rationale

■ Operations Group

- Operation of air and space weapons systems is a core competency
- Focus on planning, training, and executing air and space power at the operational level of war

■ Maintenance Group

- Maintenance of air and space weapons systems is a core competency
- Focus on maintenance of aging fleets impacted by resource shortfalls and balance sortie production and the health of our fleets

■ Mission Support Group

- Mission support, in an expeditionary, rapid reaction, contingency based AF is a core competency
- Focus on the full scope of home station sustainment, and deployment, beddown, and sustainment at contingency locations

■ Medical Group

- Will continue to focus on maintaining a fit and ready force





U.S. AIR FORCE

Manpower/Personnel

~~Merger~~

- **Committed to making this work**
- **Emphasis on crossflow and “cross-fertilization”**
- **Focus areas:**
 - **Manpower officers to MSS/CC jobs**
 - **Manpower officers to MSG/CC and ABW/CC jobs**
 - **Manpower senior officers to MAJCOM/DP and J-1 jobs**
 - **NCOs and Senior NCOs to MPF Section Chief jobs**
 - **Vice Versa for Personnel troops**



Why do we need Force Development in the AF ?

- **Today**
 - “Deep” perspective
 - Chance “development”
 - Focus on developing competency skills
 - Less focus on enduring competencies
 - Career stovepipes
- **Tomorrow**
 - “Wider” perspective
 - Systemic, deliberate development
 - Develop necessary skills and enduring competencies
 - Interchangeable senior leaders
 - Better team builders



U.S. AIR FORCE

Possible Organizational Changes

- **Supports merger commitment**
- **But, more importantly, gives better support and makes sense**
- **Under way:**
 - P&T Panel to DPM
- **Under review:**
 - AFMRF & AFPC/DPW merger (DPXJ, too?)
 - End-strength team to DPM

- **In Phase 2 of development**
- **Focuses on a set of key senior leadership measures**
- **Web-based**
- **Vertical structure from Wing/Base to OSD**
- **Modular approach, to allow Wings/MAJCOMs to add unique measures**



AFPMRS

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Goal One:
Quality People**Goal Two:**
Operational Performance**Goal Three:**
Modernization

USAF Performance Measurement Reporting System

Goal One: Quality People

MET 1.A: Recruit and Retain the Force to Execute Air Force Core Competencies

- ➡ 1A1 Percent Recruits Categorized as High Quality (Quarterly)
- ➡ 1A2 Pilot Retention (Annually)
- ➡ 1A3 Military Retention (Monthly)
- ➡ 1A4 Percent of Civ. Workforce with < 10 Yrs Svc (Annually)
- ➡ 1A5 Minority Group Representation (Civilian), (Quarterly)
- 🚫 1A6 Minority Group Representation (Military) Being Developed
- ➡ 1A7 Rated Staff Manning (Quarterly)

MET 1.B: Educate and Train a Quality Work Force

- ➡ 1B1 Education ABC Attendance (Annually)
- ➡ 1B2 Enlisted Pipeline Training (Quarterly)
- 🚫 1B3 Officer Pipeline Training (under development)
- 🚫 1B4 Accessions (Proposed New Measure)

MET 1.C: Enhance the Quality of Life of Our Total Force and Their Families

- 🚫 1C1 Air Force TEMPO (Proposed)
- ➡ 1C1 Air Force TEMPO (Monthly)
- ➡ 1C2 Percent of Mil. Housing Meeting Quality Std (Annually)
- ➡ 1C3 Percent of Child Care Need Met (Annually)
- ➡ 1C4 TRICARE Customer Loyalty (Quarterly)
- ➡ 1C5 Fitness Facility Condition (Yearly)
- ➡ 1C6 Number of Patients per Healthcare Provider (Monthly)

MET 1.D: Maintain a Fit and Healthy Work Force

- ➡ 1D1 Percent of Mil. Personnel Meeting Fitness Std (Monthly)

Goal Two: Operational Performance

MET 2.A: Improve Mission Effectiveness While Minimizing Risk

- ➡ 2A1 Aircraft Mission Capable Rates (Monthly)
- ➡ 2A2 Not Mission Capable for Supply (Monthly)
- ➡ 2A3 Not-Mission Capable for Maint. (NMCM) Rate (Monthly)
- ➡ 2A4 CANN Rates (Monthly)
- ➡ 2A5 Percentage of Forces Ready (SORTS), (Monthly) SECRET
- ➡ 2A6 Space Systems Capability (Monthly) SECRET
- ➡ 2A7 Percent AEF On-Time Rotations (Quarterly)
- ➡ 2A8 AF Mishap Rates (Monthly)
- ➡ 2A10 Preventive Health Assessment (Monthly)
- ➡ 2A11 Percent of President's Budget Hours Flown (Monthly)
- ➡ 2A12 Maintain AT/FP Program (Semi-Annual)
- ➡ 2A13 Antiterrorism/Force Protection Assessment (Semi-Annual)
- ➡ 2A14 Implementation of Antiterrorism Training (Semi-Annual)
- ➡ 2A15 Information System Intrusion Status (Monthly)

MET 2.B: Maximize the Efficiency of Operating and Maintaining USAF

- ➡ 2B1 Cost Per Flying Hour (Annually)
- ➡ 2B2 Logistics Response Time (Monthly)
- ➡ 2B3 Depot Aircraft Delivery On-Time (Monthly)
- ➡ 2B4 Net Operating Results in the Depot Portion (Quarterly)
- ➡ 2B5 Net Operating Results in the Supply Portion (Quarterly)

Goal Three: Modernization

MET 3.A: Assure dominant aerospace power through delivery of affordable, timely, and effective, integrated systems, supplies and services for the warfighter.

- ➡ 3A1 Total Acquisition Cost Variance of MDAPs (Quarterly)
- ➡ 3A2 Program Schedule Variance of MDAPs (Quarterly)
- ➡ 3A3 Performance Characteristics for MDAPs (Quarterly)



Refined Performance Measures

Goal 1: Quality People	Goal 2: Operational Perf	Goal 3: Modernization	Goal 4: Efficiency
MET 1A: Recruit and Retain the Force to Execute Air Force Core Competencies 1A1: Military Retention 1A2: Accessions MET 1B: Enhance the Quality of Life of Our Total Force and Their Families 1B1: Air Force TEMPO MET 1C: Maintain a Fit and Healthy Work Force 1C1: Percent of Military Personnel Meeting Fitness Standards	MET 2A: Improve Mission Effectiveness While Minimizing Risk 2A1: Aircraft Mission Capable Rates 2A2: CANN Rates 2A3: Mishap Rates/ Numbers/Trends 2A4: Percentage of President's Budget (PB) Hours Flown 2A5: Aerospace Expeditionary Force Unit Type Code Reporting Tool (ART) Metric MET 2B: Maximize the Efficiency of Operating and Maintaining USAF 2B1: Logistics Response Time (LRT) 2B2: Depot Aircraft Delivery On-Time	MET 3A: Assure dominant aerospace power through delivery of affordable, timely, and effective, integrated systems, supplies, and services for the warfighter 3A1: Overall MDAP's Program Executability	MET 4A: Maximize efficiency and effectiveness of AF Resources 4A1: Management Headquarters to Total Active Duty End-Strength Ratio 4A2: Net Operating Results in the Depot Portion of the Working Capital Fund 4A3: Net Operating Results in the Supply Portion of the Working Capital Fund 4A4: Operating and Maintenance (O&M) Obligation Rates



Human Capital Task Force

- **Contract expires in Feb 03**
- **Formal report will be generated**
- **AF/DP will be largely responsible for executing the findings/recommendations in the report**